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ABSTRACT

Changes in the structure of agriculture are affecting farm job characteristics and job satisfaction as compared with other occupations. Job satisfaction of persons occupying different positions on incorporated farms in Wisconsin was studied to determine the effects of the farm variables on the individuals. A high degree of job satisfaction was found for the three occupational groups studied, although hired workers showed a lower level of satisfaction than owner-managers and hired managers. Job satisfaction was found to be influenced as much or more by goals and attainments outside the occupational area as by the work situation. Satisfaction of the hired workers and managers was affected more by variables than that of the owner-manager. Measures of job satisfaction in two dimensions, the self-fulfilling aspects of the job and the relationships within and control of the work, are detailed in narrative and tables. (MF)

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JOB SATISFACTION OF OWNER-MANAGERS, HIRED MANAGERS, AND HIRED WORKERS AS RELATED TO FARM, SOCIAL, AND JOB CHARACTERISTICS*

by

E. A. Wilkening and Richard D. Rodefeld**

Interest in job characteristics and job satisfaction for urban occupations has not been matched by a similar concern for jobs in agriculture. Furthermore, studies involving occupational status, aspirations and attainment tend to lump farm occupations together without distinguishing among the increasingly wide range of occupations within agriculture. Differences in the status, security, and work patterns among occupations within agriculture are increasing as farms become larger and more specialized. We know little as to how these changes in the structure of agriculture are affecting job characteristics and job satisfaction as compared with other occupations.

A study of incorporated farms in Wisconsin provided an opportunity to compare the job satisfaction of persons occupying different positions on these farms. The overall objective of the study was to determine the consequences of incorporated farms of different size and structure upon individuals, families, and communities. While incorporated farms are larger and more specialized than unincorporated farms, they range from family-sized farms to the large company-owned farms employing hired managers and large numbers of both fulltime and seasonal workers.

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The Concept and Measurement of Job Satisfaction

The meaning of job satisfaction is not altogether clear. It has been assumed that satisfaction with the job is desirable for the purposes of worker productivity and stability. But, level of satisfaction is also an indication of the relationship between a desired state and the actual situation (See Morse, 1953; Homan, 1962; and Porter, 1962). According to this view, two people in similar job situations may have quite different levels of satisfaction depending upon their expectations with respect to their job. Differences in levels of aspirations may arise out of differences in socialization, reference groups, and knowledge of occupational conditions (Form and Geschwender, 1962). Hence, while there is a positive association between occupational status and job satisfaction, this association is affected by the rigidity of the occupational structure and by the factors which affect aspirations of the person with respect to his job (Super, 1939).

A somewhat different view is that job satisfaction is related to the degree of alienation of the worker from his job (See Blauner, 1964, pp. 1-3; and Friedman, 1961). According to this view, the greater the separation of the worker from the means of production, the greater the alienation of the worker from his job. This is based upon the assumption that ownership of the means of production affects income and control of the work situation. However, as Blauner indicates, a worker may be satisfied in his job and yet be "self-estranged" that is, not have his needs for self-realization satisfied and not be integrated into his total social invironment. In this sense, the job is instrumental and does not involve the total commitment of the person(Blauner, 1964, pp. 26-29). The worker performs his job duties for a certian period of the day for monetary rewards and then seeks self-fulfillment through family, leisure, and consumption activities. Therefore, in order to assess the total consequences of the job for the person, one must take into account the alienating effect of the job upon the worker in his social milieu.

Within the occupation of farming there are wide differences with respect to the the control over the means of production and the control over one's work situation although farmers have a closer relationship with the product of ones effort than in most other blue-collar occupations.

It is hypothesized that owner-managers are more satisfied than hired managers and hired workers and that hired managers are more satisfied than hired workers. This is based upon the assumption that these occupational positions represent differences in economic reward as well as differences in control over the conditions of the job.

Since the hired worker has less security, less control and less returns for his physical labor, it is expected that this group has the lowest job satisfaction. The least satisfied group should be the seasonal workers who have little security of income and control over their work situation. But neither this group nor tenant farmers are included in this study.

Following the reasoning that increasing size, division of labor and specialization of the enterprise results in greater alienation of the worker from his job, it is expected that the larger the size of the farm business, the more workers employed, and the more specialized the enterprise, the less satisfied the hired workers are on the farm. Owner-managers and hired managers should be more satisfied in keeping with the assumption that the higher the economic status of the job, the greater the satisfaction with the monetary and status aspects of the job. Since job satisfaction is a product of the aspirations of the person and the conditions of work, it is expected that it will be affected by the personal characteristics and background of the worker and by the characteristics of the work which includes the size and structure of the farm interprise and the specific conditions of work.

There is little theoretical basis for hypothesizing relationships of personal and family characteristics with job satisfaction. Yet recent research (Bharadwaj

and Wilkening, 1970) has found that level of living and home aspirations are related to the satisfaction of farm operators. It appears that attainments outside the occupation is a condition of satisfaction with the occupation. It is also expected that characteristics of the work situation affect job satisfaction, Involvement in decisions pertaining to the job, length of the workday and workweek, and other indications of favorable treatment by the owner or manager should enhance the job satisfaction of hired managers and hired workers.

The measures of job satisfaction used in this paper are adapted from Morse (1953). They include items concerned with the "extrinsic" or instrumental aspect of the job and with the "intrinsic" or self-fulfilling and integrative aspects. A list of ten questions were asked with categories scored from "1" (low) to "5" (high). The items are grouped into extrinsic and two types of intrinsic, "A" and "B". The items are:

Extrinsic

How satisfied are you with the income you make?

How satisfied are you with the security of your work?

How satisfied are you with the chances of getting more income or pay?

How satisfied are you with the respect others have for your job?

Intrinsic "A"

How well do you like the kind of work you are doing?

Does your work give you a chance to do the things you feel you do best?

Do you get any feeling of accomplishment from the work you are doing?

Intrinsic "B"

How much does your work allow you to make independent decisions?

How do you like the relationships you have with other people in the job?

How satisfied are you with the working hours and time off from your work?

The classification of the items into three dimensions was supported by an intercorrelation of the items and by logical considerations. The first four items pertain to the rewards of the job, i.e., the job as a means to monetary and status considerations. It may be argued that job security and "respect for the job" are not extrinsic in the same sense as money, but security refers to the security of monetary returns and respect from others is a result of others regard for the job and not satisfaction with the job as such.

The two intrinsic aspects of the job were developed after preliminary analysis of the same items using data from a state-wide survey. Intrinsic Index "A" refers to the self-fulfillment aspect of the job, while Intrinsic Index "B" refers to the conditions of work which make the job more or less desirable. These include relationships with others, freedom of control over the job, and working hours. This might be referred to as the "integrative" aspect of the job.

Table 1 presents the mean scores of the three indexes of job satisfaction, based upon the state-wide survey in 1971. Farmers scored intermediate for all three measures, ranking below professionals, proprietors, and managers; about the same as clerical and sales workers; and above skilled workers, semi-skilled, and unskilled workers. It should be noted that the farm sample of only 23 is not sufficient to produce highly reliable results. The mean of 15.85 for the index of extrinsic satisfaction is comparable with the mean score for owner-managers and hired managers of the present sample. The mean of 11.97 for Intrinsic Index A is comparable to that for the hired workers, and the mean of 12.48 for Intrinsic Index B is comparable to that for the owner-managers of the sample from incorporated farms.

The data for the study used for this paper were taken from interviews with resident managers, hired managers and hired workers on 110 incorporated farms in Wisconsin in 1970. Following a questionnaire survey of 884 incorporated farms

in the State, 529 were identified as having agricultural production in Wisconsin in 1968. Of this group the following were eliminated: tenant-operated farms, farms with sales of less than $10,000, cranberry and fruit farms, and fur farms. Of the 266 remaining, 50 percent were selected for interviews with the principal manager and with one-third of their full-time hired workers. Of 132 selected for interviews, 110 interviews were completed for 83 owner-managers and 27 hired managers. However, due to missing data for some variables, only 76 owner-managers and 21 hired managers are used in the regression analysis. The hired workers were selected from those farms employing full-time workers. One of every three workers were randomly selected with a limit of three to any one farm making a total of 45 from owner-manager farms and 25 from hired-manager farms. Of the 70 interviews, 62 were used in this analysis. Because of the small numbers for each type of farm, the hired workers for both types are considered together.

Table 2 presents the means of the three satisfaction indexes for the three occupational positions. Contrary to our first hypothesis, hired managers have the highest level for all three aspects of job satisfaction, but not significantly higher than the owner-managers. Hired workers are significantly lower in satisfaction. We should note that the differences are not great, indicating that job satisfaction as measured is high for all groups and the range in satisfaction is not great as indicated by the small standard deviations. It should also be noted that since more than one worker was selected for interview from the same farm, the sampling error is slightly higher than that calculated for the hired workers.

The Independent Variables

The small differences in work satisfaction among the three occupational groups gives further justification for the analysis of the correlates of satisfaction within these groups. Following preliminary analysis, five characteristics of the farm were chosen for testing the effect of farm size and structure upon job satis-

faction. Other variables considered but dropped on the basis of low zero-order correlations include: number of managers, percentage of work done by family, number of enterprises, gross farm sales, and type of main enterprise. The percentage of gross sales from the major enterprise is taken as the measure of specialization. Two-thirds of the farms had 90 percent or more of their sales from the main enterprise; 23 percent had from 50 to 89 percent; and only 10 percent had less than 50 percent from the main enterprise. The hired-manager farms were somewhat more specialized than the owner-manager farms.

Acres operated was selected as the best indication of size although acreage is not a good indicator of size for poultry and some vegetable farms. The average acres operated for the owner-manager farms is 799 with a standard deviation of 738, while the average acreage operated for the hired-manager farms is 2129 acres with a standard deviation of 1043 indicating a wide range for both groups.

The number and type of hired workers is an indication of size and differentiation of the farm enterprise and the seasonal demands for labor. The more full-time workers hired, the less the proportion of the work performed by the owner's family. The average owner-manager farm has 2.0 full-time workers, but two-fifths have none and five have ten or more. The hired-manager farms hire on the average of 7.3 full-time workers. While three-fifths of all farms hire no seasonal workers, the average per farm is 16 persons.

The number of weeks seasonal workers are employed is an indication of the type of production and the commitment of the employer to the hired seasonal workers. Fifty-five percent of the farms hired seasonal workers an average of less than ten weeks, (including those not having any) 20 percent hired them for ten to fifteen weeks, and 25 percent for more than fifteen weeks.

Since satisfaction with the job is a function of the relationship of the actual situation to the ideal or desired state, it is important to take into

account those variables which are likely to be associated with level of aspirations. People of older age should have had opportunity to adapt to their job situation, hence, should be more satisfied than younger people. While the owner-manager and hired-manager samples are about five years older than the hired worker sample, all groups have at least 20 percent in the categories less than 35 years and more than 54 years. Persons reared in towns or in urban centers are also expected to have higher aspiration; hence, to be less satisfied than those reared on farms. Nine percent of the owner-managers and 22 percent of the hired managers were reared in towns of less than 2,500 and 9 percent of the owner-managers and only one of the hired managers were reared in larger cities. One in ten of the hired workers were reared in towns.

Previous research has shown that satisfaction in the job area is affected by the level of attainment ouside the job area. In a previous study, it was shown that satisfaction with success in farming is associated with level of living as well as with attainments in the farm area (Bharadwaj and Wilkening, 1970). Level of living in the present study is measured by twenty items pertaining to utilities, conveniences and communications. Owner-managers have an average of 17.2 of these 20 items, hired managers have 16.3, and the hired workers have 13.8.

Close friends are likely to be made both within and outside the work situation. In any event, the number of close friends in the community should be an indication of the degree of social integration in the community. The number of close friends was apparently interpreted by many to include acquaintances in that some indicated more than 100 "close friends." The average number of close friends for the owner-manager groups is 25.8 with a standard deviation of 29.8, while the average for the hired managers is 26.9, with a standard deviation of 27.8, and for the hired workers is 23.4, with a standard deviation of 29.2.

The number of organizational memberships is an indication of social status and social mobility. On the grounds that organizational involvement like level of living is an indication of attainment outside the occupational area, this variable is also included among the independent variables. The number of organizations for owner-managers was 2.8, for hired managers 1.3, and for hired workers 0.4. The personal and social variables considered but dropped include: years of agricultural training, wife's residence before 15, nonfarm job experience, assistance from parents, years in community, number of relatives within 30 miles, perceived class level, gross family income, net worth, and aspirations for sons and for self.

While a number of questions were asked about work patterns and the relationship of owners with hired managers and managers with workers, only those most highly associated with job satisfaction are selected for this analysis. Included after preliminary analysis are: average hours worked per day, hours worked in different types of work in Spring, frequency of owner visits and other contacts for hired managers, and time out of sight of boss and having special responsibilities for the hired workers. Average number of days per week did not vary greatly with 6.2 for the owner-managers, 6.4 for the hired managers, and 6.1 for hired workers. Total hours worked in the Spring for the two manager groups is an indication of the involvement in field work and supervisory activities during this period of the year. The average hours for owner-managers is 11.8, for the hired managers is 11.1 and for hired workers 10.3.

Length of vacation is usually a positive reward except in those few cases with unpaid vacations. The average length of last vacation of the owner-managers was 12.3 days, of hired managers, 23.9 days, and of the hired workers 10.7 days, with a standard deviation about equal to the means for all three groups. The number of vacation trips in the past 5 years is an indication of travel associated

with vacations and should reflect both the freedom to get away and the means for travel. The owner-managers reported an average of 3.8, the hired managers 3.5 and the hired workers 2.0 such trips during the five years preceding the study.

Involvement in decisions is an indicator of autonomy and control in the work situation and should be positively associated with intrinsic job satisfaction. The item used for the hired managers is the percentage of twelve farm decisions made primarily by the manager. The hired managers on the average, made 57 percent of these decisions. The item used to indicate involvement in decisions for the hired workers is the percentage of five decisions which the owner or hired manager discusses with or allows the worker to decide. The average percentage is 73.2 for all workers. Frequency of daily contact with the owner or hired manager is a further indication of communication between worker and employer and should be positively associated with job satisfaction. The average frequency of contact is 3.6 times per day.

Farm Variables and Job Satisfaction

The zero-order correlations do not reveal any significant associations with size and structure of the labor force for the owner-managers, but percentage sales from the main enterprise is positively associated with all three measures (Table 3). The regression analysis does not change the associations, and the multiple correlations of the farm variables with the job satisfaction indexes are very low ($R = .242$, $.128$ and $.247$).

For the hired managers, number of fulltime workers is positively associated for all three measures, but not at a significant level for Index B of intrinsic job satisfaction due to the small number of cases. But, the longer seasonal workers are employed, the more satisfied hired managers are with the integrative aspect of job satisfaction (Index B). When other variables are controlled,

number of fulltime workers is still positively associated with extrinsic job satisfaction and number of seasonal workers is negatively associated with Index B at a significant level. In the multiple regression, weeks seasonal workers are employed is no longer significantly associated with the integrative aspect of job satisfaction. One explanation is that hired managers like to work with fulltime workers and not with large numbers of seasonal workers, and when these variables are taken into account, length of work season for temporary workers is no longer as highly associated with job satisfaction.

For the hired-worker sample, percentage of gross sales from the main enterprise is negatively associated with Index A of intrinsic job satisfaction, in keeping with our hypothesis. But, contrary to our hypothesis, acres operated is positively correlated at a significant level with all three measures of job satisfaction. Number of seasonal workers is also positively associated at a significant level with two of the measures of job satisfaction. But, number of weeks seasonal workers are employed is negatively correlated with Index A of intrinsic job satisfaction. When other variables are controlled in the multiple regression analysis three of the farm variables explain most of job satisfaction. The larger the acreage, the more the hired workers are satisfied with the job itself (Intrinsic Index A). The more seasonal workers employed, the more the fulltime hired workers are satisfied with the integrative aspects of the job, but the longer the seasonal workers are employed, the less satisfied they are. Perhaps, the longer the seasonal workers are employed, the more likely the regular hired workers see them competing for their own jobs. Specialization appears to have no association with job satisfaction when other farm variables are taken into account.

In general, the type and structure of the farm operation does affect job satisfaction for the hired managers and for the hired workers, but not always

in the expected directions. The five farm variables have a multiple correlation of .498 to .668 for the hired managers and .369 to .537 for the hired workers. Farm variables explain more of the extrinsic job satisfaction for the hired managers, but more of intrinsic job satisfaction for the hired workers.

Social Variables and Job Satisfaction

For the owner-managers age of respondent is positively correlated with intrinsic job satisfaction, but this does not remain when other social variables are taken into account. Level of living is most highly correlated with all three measures of job satisfaction for the owner-manager group, although not at a significant level for Intrinsic Job Satisfaction Index A, when other variables are controlled. Number of close friends is positively correlated with Intrinsic Index B but not when other variables are taken into account. The social variables combined do not explain much of any of the three measures of job satisfaction, but they do explain more than farm size and structure.

For the hired managers, age of respondent and urban residence before age 15 is positively correlated with one measure of job satisfaction at a significant level. Level of living is significantly correlated with all three measures. In the multiple regression, age is most highly associated with Index B of intrinsic job satisfaction in keeping with the findings of other studies. Level of living stands out as most highly associated for the other two aspects of job satisfaction. Number of close friends becomes significantly associated in a negative direction with extrinsic job satisfaction for the hired managers.

For the hired worker sample, urban residence before age 15 is negatively correlated with Index B of intrinsic job satisfaction. Number of close friends and number of organizational memberships are positively correlated with one

aspect of job satisfaction and level of living is positively correlated with all aspects of job satisfaction for the hired workers.

The regression analysis reaffirms the zero-order relationship of level of living with job satisfaction. However, number of organizational memberships does not relate to job satisfaction when other social variables are controlled, and number of close friends is not quite significantly associated with any of the three measures of job satisfaction. Finally, those who have been reared off the farm find the nature of farm work less satisfying than those growing up on a farm.

The multiple correlations are quite high for the hired managers ranging from .695 to .830, while for hired workers they range from .414 to .511, about the same as for the farm variables. The social variables seem to explain less of intrinsic job satisfaction than of extrinsic job satisfaction for the hired managers and hired workers.

Job-Related Variables and Job Satisfaction

The third set of variables considered in relationship to job satisfaction includes work patterns, time off and involvement in decisions. It is expected that these conditions would relate more to job satisfaction for the hired managers and hired workers since the owner-managers are expected to have control of their own work patterns.

As anticipated, the job-related variables have little relationship with job satisfaction for the owner-managers. Only two of the zero-order correlations are above $\pm$ .100 (Table 5). Apparently, the length of their work week, hours worked per day in the Spring and vacations have little association with the job satisfaction of the owner-managers. The regression analysis reveals no change in the lack of associations of job related variables with satisfactions

for the owner-managers. The multiple correlations of the four variables with job satisfaction are also very low.

For the hired managers, the more responsibility they have in making decisions the higher they rate on Index A of intrinsic job satisfaction. But, contrary to expectations, these variables are not associated with this aspect of job satisfaction for the hired workers. For the hired managers, the regression procedure leaves only the percentage of decisions made by the manager as positively associated with job satisfaction although not at a significant level due to the small N. The multiple correlations range from .377 for Intrinsic Index A of job satisfaction to .559 for Intrinsic Index B.

For the hired workers, all job-related variables are significantly associated with extrinsic job satisfaction. Length of work week is negatively associated with this aspect of satisfaction. They are apparently less happy with work on weekends than with working longer hours per day (as indicated by preliminary analysis). Only the number of vacation trips and participation in decisions with the boss are positively associated with Index B of intrinsic job satisfaction. Apparently, the frequency of travel is a better indication than the length of last vacation of how hired workers feel about their job.

The regression analysis supports the zero-order correlation for the hired workers except that number of days worked per week is not associated with any of the measures of job satisfaction when other factors are controlled and the vacation items are no longer significantly associated with the extrinsic measure. It appears that involvement in decisions and contact with the manager is more important than average length of work week and length of vacations for satisfaction with the monetary and status aspects of the job.

The multiple correlation of job related variables with extrinsic job satisfaction is .542, and for Index B of intrinsic job satisfaction is .478;

this is higher than for the other two sets of variables. But, the multiple R of .278 for the self-fulfillment aspect of job satisfaction is lower than for either of the other two sets of variables. These findings are consistent with the notion that those who do not have control over their work situation seek satisfaction in other ways, through vacations and shorter work hours. At the same time, involvement in decisions and daily contact with the boss enhances his control and status in the work situation.

Discussion

There is a high degree of job satisfaction for the three occupational groups studied, although hired workers have a consistently lower level of satisfaction than owner-managers and hired managers. But, it appears that participation in the ownership of the means of production is not a condition of job satisfaction since hired managers are as satisfied as owner-managers.

Furthermore, there is a high degree of consensus in job satisfaction within the three occupational groups studied. The standard deviation of the three satisfaction measures is one-fifth or less of the means. With this low degree of variation it is difficult to obtain a high degree of association with the independent variables within groups. Future attempts to measure job satisfaction of farm occupations should include items which lead to a wider range of responses.

The separation of the measure of intrinsic job satisfaction into two dimensions seems to be justified, although there are only three items for each index. Index A refers to the self-fulfilling aspects of job satisfaction and is not affected as much by the variables studied as are the other two aspects of job satisfaction. Index B refers to satisfaction with relationships within and control of the work situation and, in general, is associated with the same variables as is extrinsic job satisfaction.

Contrary to our hypothesis, the characteristics of the farm have very little relationship to job satisfaction of the owner-managers, but are related to job satisfaction of the hired managers and of the hired workers. The difference between hired managers and owner-managers is indicated by the high association between number of fulltime workers employed and extrinsic job satisfaction for the hired managers. Apparently, their status is enhanced by the number of full-time workers, while this is not true for the owner-managers who must pay the bill for the workers.

Farm characteristics explain more of the self-fulfilling aspect of job satisfaction of hired workers than of the other two groups. Again, contrary to expectations, size of farm as indicated by acres operated, is positively rather than negatively associated with this aspect of job satisfaction for the hired workers. But, labor hiring policies which place fulltime hired workers in competition with seasonal workers appear to have greater effect upon their intrinsic job satisfaction.

The negative association of the number of seasonal workers employed with the integrative aspect of intrinsic job satisfaction for the hired managers and the positive association of this variable with the same aspect of job satisfaction for the hired workers also indicates the significance of labor hiring policies and the type of production requiring seasonal labor. Managers prefer fewer temporary workers who work longer periods of time, but hired workers prefer more seasonal workers who work shorter periods of time. Hence, job satisfaction is explained by the way in which conditions and policies affect the satus and role of the respondent.

Certain characteristics of the respondent and of his family were included as they relate to the needs and desires on the one hand and to levels of attainment on the other. The results support previous findings (Bharadwaj and

Wilkening, 1970) that attainments in the household are related to satisfaction with success in farming. But, the relatively high and consistent association of level of living with all three aspects of job satisfaction is somewhat surprising since income was not associated with job satisfaction. It suggests that satisfaction with the attainment of one's goals beyond the job is a condition of satisfaction with one's job. This is supported by the fact that job satisfaction is positively associated with satisfaction with family relationships, with social life and with level of living. This finding is also consistent with the observations of Blauner that people may be satisfied with their job if it provides the means for satisfying the needs outside the job situation (Blauner, p. 27).

There is evidence that age is positively associated with the integrative aspect of job satisfaction for the hired managers and to a slight extent for the hired workers. There is also evidence that having a nonfarm background will lead hired workers to be less satisfied with their work, but this does not hold for the owner and manager groups. Those with a nonfarm background are likely to have job aspirations which are not fulfilled by working as a hired worker, but they might be as a hired manager.

The number of close friends seems to have different consequences for hired managers and hired workers. For the hired managers, the more close friends one has the more tension he may find between his job aspirations and the actual situation. While for the hired workers, close friends may indicate the attainment of satisfactory job as well as social relationships. On the other hand, number of organizational memberships is a better indication of satisfactory social relationships for the hired managers. This indicates again the distinctions in role definitions of these two occupational groups.

Job-related variables are associated with job satisfaction of both hired managers and hired workers. Length of the work week and of the work day seem to have little influence upon job satisfaction for any of the groups studied when other variables are taken into account. Only frequency of vacation trips relates to job satisfaction of the hired workers. But, involvement in decisions is important for satisfying relationships for both the hired manager and the hired worker. For the hired worker, responsibility for decisions and frequent contact with the boss lends assurance to the continuation of a satisfactory income, job security and status, since the associations are higher for extrinsic job satisfaction. It would have been of interest to know how these variables relate to the job satisfaction of the owner-managers.

In conclusion, job satisfaction of the three occupational groups in agriculture is affected as much or more by their goals and attainments outside the occupational area as by the size and structure of the farm enterprise and by the work situation. But, the way in which the characteristics of the farm and of the job affect the status and work roles of hired employees appears to be crucial for their job satisfaction. The job satisfaction of hired managers and hired workers is affected more by the variables studied than that of the owner-managers. None of the variables studied explain much of the job satisfaction of the owner-manager group. Perhaps their satisfaction is affected more by the nature of the technology and the productivity of the farm as well as by level of aspirations.

Table 1

Mean Scores of Job Satisfaction Indices by Occupational Category
State-wide Wisconsin Survey, 1971

Occupational Category	Number of Cases	Index of Extrinsic Satisfaction	Index of Intrinsic Satisfaction B	Index of Intrinsic Satisfaction A
Professional	80	16.19	12.79	13.0
Proprietors	34	16.08	11.74	11.97
Managers & Officials	34	16.43	12.35	12.74
Farmers	23	15.85	11.97	12.44
Clerical & Sales Workers	107	15.93	12.64	12.48
Skilled Workers, Craftsmen	79	15.06	11.94	11.84
Semiskilled Workers, Operatives	86	14.91	11.61	10.98
Household & Service Workers	42	15.36	12.27	12.14
Laborers, Farm & Nonfarm	13	14.35	11.69	10.69
Total	498	15.61	12.21	12.11
F Ratio		2.89	2.34	4.77
Significance		< .01	< .05	< .01

Table 2

Means, Standard Deviations and Differences in Means for Indexes of Job Satisfaction for Owner-Managers, Hired Managers and Hired Workers

Index of Job Satisfaction	Owner Managers (OM)	Hired Managers (HM)	Hired Workers (HW)	Differences in Means	t Values	Significance Level
Mean Index of Extrinsic Job Satisfaction	15.4	16.4	14.2	1.0 (OM and HM)	1.31	N.S.
Standard Deviation	3.2	2.8	2.7	1.2 (OM and HW)	2.26	.05
				2.2 (HM and HW)	3.54	.001
Mean Index A of Intrinsic Job Satisfaction	13.3	13.7	12.0	0.4 (OM and HM)	0.10	N.S.
Standard Deviation	1.6	1.6	2.2	1.3 (OM and HW)	3.93	.001
				1.7 (HM and HW)	3.33	.01
Mean Index B of Intrinsic Job Satisfaction	12.4	12.7	11.1	0.3 (OM and HM)	0.73	N.S.
Standard Deviation	1.8	1.3	2.0	1.3 (OM and HW)	3.61	.001
				1.6 (HM and HW)	3.40	.01

Table 3

Zero-Order Correlations, Standardized Regressions and Multiple Correlation Coefficients for Farm Variables with Extrinsic and Intrinsic Job Satisfaction

Independent Variable	Owner-Managers			Hired Managers			Hired Workers		
	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B
				Zero-Order Correlations					
Percentage from main enterprise	.168	.108	.134	.163	.032	.154	-.075	-.258*	-.105
Acres Operated	-.131	-.045	-.171	.019	.291	.246	.213*	.216*	.266*
Number of full-time workers	.072	-.038	.007	.522*	.478*	.365	.138	-.027	.113
Number of seasonal workers	.053	-.024	.038	.060	.238	-.072	.215*	.073	.324**
Weeks seasonal workers employed	.019	-.041	.119	.325	.230	.419*	-.192	-.408**	-.153
				Standardized Regression Coefficients					
Percentage from main enterprise	.146	.114	.100	.009	-.061	-.013	-.028	-.100	-.076
Acres Operated	-.178	-.022	-.199	-.102	.156	.354	.144	.295*	.158
Number of full-time workers	.118	-.027	.054	.535*	.394	.427	.020	-.137	-.071
Number of seasonal workers	.048	-.008	.043	-.204	-.099	-.492*	.220	.136	.366*
Weeks seasonal workers employed	-.014	-.049	.099	.297	.134	.437	-.279*	-.453**	-.257
				Multiple Correlation Coefficient					
	.242	.128	.247	.608	.498	.668	.369	.537	.448

** Significant at .01 level

* Significant at .05 level

Table 4
Zero-Order Correlations, Standardized Regressions and Multiple Correlation Coefficients for Social Variables with Extrinsic and Intrinsic Job Satisfaction

Independent Variable	Owner-Managers			Hired Managers			Hired Workers		
	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B
				Zero-Order Correlations					
Age of respondent	.047	-.034	.207*	.134	.169	.446*	.094	.107	.151
Urban residence before age 15	.142	-.095	-.078	.393*	.154	.278	-.079	-.302**	-.159
Level of living	.414**	.210*	.414**	.706**	.660**	.470*	.439**	.198	.371**
Number of close friends	-.078	.001	.238*	-.137	.216	-.134	.201	.219*	.161
Number of organizational memberships	.154	.183	.169	.411	.339	.069	.268*	.106	.152
				Standardized Regression Coefficients					
Age of respondent	-.002	-.090	.099	.084	.129	.443*	.071	.032	.142
Urban residence before age 15	.082	-.120	-.086	.101	-.067	.240	-.037	-.279*	-.130
Level of living	.422**	.234	.377**	.700**	.610*	.419	.411**	.210	.400**
Number of close friends	-.168	-.071	.112	-.346*	.034	-.184	.202	.192	.120
Number of organizational memberships	.146	.171	.085	.235	.196	.043	.114	.002	-.016
				Multiple Correlation Coefficient					
	.471	.308	.474	.830	.698	.695	.511	.414	.455

** Significant at .01 level

* Significant at .05 level

Table 5
Zero-Order Correlations, Standardized Regressions and Multiple Correlation Coefficients for Job-Related Variables with Extrinsic and Intrinsic Job Satisfaction

Independent Variable	Owner-Managers			Hired Managers			Hired Workers		
	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction A	Intrinsic Job Satisfaction B
Zero-Order Correlations									
Average days worked per week	-.058	-.050	.094	.155	-.020	-.132	-.273*	-.180	-.203
Total hours worked in Spring	-.158	-.056	-.052	.333	.254	-.088			
Length of vacation	.039	.096	.073	-.133	-.225	.185	.269*	.103	.089
Number of vacation trips	.059	-.030	.160	-.029	.114	.294	.307**	.174	.384**
Percentage decisions by managers				.342	.517**	.202			
Percentage discusses with boss decision by workers							.249*	.057	.242*
Frequency of daily contact with boss							.256*	.167	.092
Standardized Regression Coefficients									
Average days worked per week	-.075	.037	.089	.086	.020	.046	-.046	-.083	-.136
Total hours worked in Spring	-.162	-.055	-.034	.198	.047	-.119			
Length of vacation	-.008	.131	.011	.004	-.213	.102	.182	.031	.120
Number of vacation trips	.052	-.094	.150	.047	.230	.220	.200	.143	.371**
Percentage decisions by managers				.266	.440	.269			
Percentage discusses with boss decision by workers							.303*	.084	.239
Frequency of daily contact with boss							.371**	.177	.122
Multiple Correlation Coefficient									
	.181	.143	.187	.410	.559	.377	.542	.278	.478

** Significant at .01 level

* Significant at .05 level

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